

US EPA ARCHIVE DOCUMENT

**STATEMENT OF  
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OFFICE OF THE INSPECTOR GENERAL  
ENVIRONMENTAL PROTECTION AGENCY  
BEFORE THE  
SENATE ENVIRONMENT AND PUBLIC WORKS COMMITTEE  
SEPTEMBER 13, 2006**

Mr. Chairman, Senator Jeffords, members of the Committee. Thank you for providing me with the opportunity to appear before you today. It is a great honor and privilege to be here today as the nominee to be Inspector General of the Environmental Protection Agency (EPA).

In my current and previous positions involving environmental law and policy, my vision has been to seek environmental improvement. If I am confirmed, I pledge to you that I will do everything in my power to work with the dedicated expert staff in the Office of Inspector General to provide the Agency, Congress, and the American people, an independent, objective review of EPA programs. I will work to prevent and detect fraud, waste, and abuse in EPA programs, and to provide the leadership to promote effectiveness, efficiency, and economy in program administration. Each is an important component in assisting the Agency's mission of protecting human health and safeguarding the environment. And I pledge to work with the Committee and its staff in carrying out our shared goal of environmental protection and improvement.

The legislation creating the federal inspectors generally recognizes the importance of the audit and investigative functions to be carried out by the Office of Inspector General, and specified in the Act the appointment of personnel to oversee those operations. Likewise, Congress recognized the skills necessary for an effective Inspector General, and required a background in accounting, auditing, law, public administration or investigations.

During my 28 years of professional experience in Washington, D.C., I have had the privilege to spend 17 of those years engaged in environmental law enforcement and policy positions from several different perspectives. I have served as a special assistant to the Associate Administrator for Legal and Enforcement Counsel at EPA, as a federal environmental prosecutor at the Department of Justice, as an environmental regulatory advisor to a major corporation, as the top environmental policy official at two non-profit organizations, and currently as a senior environmental official at the Department of Defense. These opportunities, plus positions on the Senate Judiciary Committee and in private litigation practice, have provided me with a wide range of legal, investigative, and governmental experience that have prepared me to perform the critical role of helping protect human health and the environment as Inspector General of EPA.

While at the Department of Justice, I was lead trial attorney on many CERCLA cost recovery cases requiring the substantive review of financial and audit records. One case in particular, the Picillo Superfund Site in Coventry, RI, involved the court appointment of a special master solely to address all accounting matters and the judicial rendering of one of the most comprehensive examinations of CERCLA cost recovery issues to date. The outcome of the litigation was highly favorable to the U.S. Government on several accounts: award to the government of almost 100 percent of contested costs; validation of the government's financial management of Superfund costs and strong precedential case law favoring the government on cost recovery. My non-profit work afforded me the opportunity to devise and implement environmental policy strategies focused on environmental improvement where substantive results were defined, measured, and emphasized. In my current capacity at the Department of Defense, I have continued to stress results over process by pushing for putting "facts on the table", and collecting the best available data and science in a holistic, integrated manner for all the Department's operations – from design to disposal.

In order to be effective, I have proactively pursued building trust with interested parties to encourage sharing of issues and information leading to solutions and environmental improvement. If confirmed, I would continue the same truth-seeking approach as Inspector General, with independence and integrity. I would ferret out problems and target areas for improvement through proactively seeking knowledge from other internal EPA offices, from other federal agencies and components, from state agencies, and from non-government sources and entities. I would provide leadership through breadth of vision while drawing upon the considerable expertise of staff for depth and execution.

Throughout my career and life, I have strived to use responsibilities entrusted to me to make things better - through independent and measured thinking, sound judgment and common sense, respect for the rule of law, with the highest ethical standards. I try to listen to all sides of an argument and respect the views of those with different perspectives, before making a judgment. My goal is to lead by example and learn from others. I hope to have that opportunity as EPA's Inspector General.

Thank you, Mr. Chairman and members of the Committee. I would be happy to answer any questions that you may have.